Glossary – Definitions & Descriptions of Terms

Action Plan   Specific actions that respond to shorter- and longer-term strategic objectives. Action plans include details of resource commitments, accountability, and time horizons. Action plans are component elements in programs, projects, and processes.

Alignment   Consistency of plans, processes, information, resource and budget decisions, workforce assignments, actions, results, and analysis. Alignment requires a common understanding of the organization's purposes and goals.

Analysis   An examination of facts and data to provide a basis for effective decisions. Analysis often involves the determination of cause-effect relationships.

Benchmarks   Both processes and results that represent best practices and performance for activities similar to those of the organization, either inside or outside the organization's sector or function.

Collaborators   Organizations or individuals who cooperate with an organization to support a particular activity or to achieve particular goals. Collaborators generally don't have contracts or formal agreements with the agency. Collaborators may also be separate units within an organization or individuals within separate units or with differing work tasks and responsibilities.

Comparative Data	Data from other organizations against which the activities, processes, or performance of an organization can be compared. Comparative data might include benchmarks, industry or association data, or direct comparisons with other specific organizations.
Core Values	The guiding principles and behaviors that embody how your organization and its people are expected to operate. Values reflect and reinforce the desired culture of an organization. They support and guide the decision-making of every workforce member. Examples might include demonstrating integrity and fairness in all interactions, exceeding customer/user expectations, valuing individuals and diversity, protecting the environment, and striving for performance excellence every day.
COT	Commonwealth Office of Technology, one of the specified "entities" required by KRS 48.810 to submit strategic plans and progress reports.
Critical Success Factor (CSF)	An element that is necessary for an organization or project to fulfill its mission and achieve its vision, goals, or objectives. From another perspective, they are the factors without which the organization or project will fail to fulfill its mission or achieve its vision, goals, and objectives. A CSF is measurable and associated with a specific goal or objective.
Customer	Actual and potential users of your organization's products, programs, or services. Customers include both end users and intermediate users. Those we serve.

Cycle Time	The time required to complete a task or fulfill a commitment. Cycle time refers to all aspects of time performance, compared both to deadlines and to targets.
Deployment	The implementation of a program, process, policy, or any other aspect of organizational activity. Deployment refers to both the act of implementing a thing and to the breadth and depth to which it is implemented.
Diversity	Valuing and benefiting from personal differences. These differences may be in race, religion, color, gender, national origin, disability, sexual orientation, age, education, geographic origin, and skills, as well as in differences in ideas, thinking, academic disciplines, and perspectives.
DMA	Department for Military Affairs, one of the specified "entities" required by KRS 48.810 to submit strategic plans and progress reports
Effective	How well a process or a measure addresses its intended purpose. Effectiveness includes how well a process or program is aligned with an organization's needs, how well it is deployed, and an evaluation of the outcome.
Empowerment	The act of giving people the authority and responsibility necessary to make actions. Effective empowerment results in decisions being made as closely as possible to the point of customer interaction -- the "moment of truth."

Enterprise	The whole of Kentucky state government. While each state agency is a separate entity, each is also a part of the whole. That whole, the enterprise, has purposes, goals, processes, and policies that apply or guide all entities that are a part of it. The efforts of an agency within the enterprise are considered in the context of the vision and goals of the enterprise as a whole.
Entity	As used in the Strategic Planning Statute (KRS 48.810), a non-cabinet organizational unit (e.g. GOLD, COT, DMA) that is required to submit a strategic plan & progress report
Environmental Scan	see Situation Analysis - PEST Analysis
Fiscal Year	The 12-month period beginning on July 1 and ending on the following June 30, used by Kentucky state government for budget and financial purposes.
GOLD	Governor's Office for Local Development, one of the specified "entities" required by KRS 48.810 to submit strategic plans and progress reports. The agency is now named the Department for Local Government (DLG).
Goals	Future conditions or performance levels that one intends to attain. Goals are ends that drive organizational actions. Quantitative goals may be known as targets; they will include a numerical point or range. "Stretch goals" refers to major breakthrough improvement. Goals are broadly-defined end results and/or desirable strategic positions or conditions that provide direction for the organization.

Governance	The system of management and controls exercised in the stewardship of your organization.
GSC	Governmental Services Center.
High-Performance Work	Work processes designed to systematically improve organizational (and individual) performance. It is measured by such criteria as quality, productivity, innovation rate, cycle time, effectiveness, and responsiveness.
Indicators & Measures	see Measures & Indicators.
Information Technology	In this context, generally hardware and software that is designed and applied to support the achievement of agency program, project, and process goals and objectives. Information technology is a means to the end of achieving vision, goals, and objectives. It is not a goal in itself.
Innovation	Making meaningful change to improve products, programs, services, processes, or organizational effectiveness and responsiveness.
Integration	The harmonization of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective integration goes beyond alignment to describe the state when individual components operate as a fully interconnected unit.
IT	See Information Technology.
KCPM®	Kentucky Certified Public Manager® Program

Key	The major or most important factors…the essential elements.
Key Organizational Challenges	Part of the Situation Analysis in the organizational strategic planning process. Key Organizational Challenges are pressures that (are) or may significantly inhibit(ing) the likelihood that an organization will achieve its vision, goals, and objectives. In this state government processes, such factors are referred to as "critical success factors." The term "key organizational challenges" is not used.
KPI	Key Performance Indicator, see Measures & Indicators.
Learning	New knowledge or skills acquired through observation, evaluation, study, experience, or innovation.
Learning - Organizational	Learning achieved through research and development, organizational performance evaluation, improvement cycles, workforce and stakeholder ideas and input, best-practice sharing, observation, experience, and benchmarking.
Learning - Personal	Learning achieved through observation, experience, education, training, and developmental opportunities that further individual growth.
Linkage	A connection between one item and another. One thing may be the result of another, may be part of the same process, may use the output of another, may otherwise influence the performance of another, may affect the capability of another, etc. For example, there is a linkage between the performance of a program and the objective that program was designed to help achieve.

LRC	Legislative Research Commission (in the Legislative Branch of Kentucky State Government).
Measurable	Capable of being evaluated in terms of an identifiable unit of measurement.
Measures & Indicators	Numerical information that quantifies results, outcomes, input, output, and other performance dimensions of processes, products, programs, projects, services, etc. Measures & indicators may be simple (derived from one measurement) or composite. Some users prefer to make a distinction between indicators and measures: an indicator may relate to performance but not be a direct measure of it, e.g., number of complaints is an indicator of customer dissatisfaction but not a direct measure of it. Measures & indicators are most useful and valuable when they address organizational outcomes -- desired conditions/states created by the actions of the organization.

These metrics are often termed "performance indicators" (PIs). Sometimes to reflect importance or priorities, the term "key performance indicator" (KPI) might be used. |
| *Metric* | A parameter or unit of measurement that can be observed and quantified. Metrics may be at any level, but they are generally associated with actions and programs/projects/processes. |

Mission (Statement)	The organization's fundamental reason for being--its core purpose--its overall function. A mission statement focuses on where the organization is now; it concentrates on the present. The mission might define customers or markets served, distinctive or core competencies, or technologies used.
Objectives	An organization's articulated aims in response to the organization's strategic goals. They are what an organization must achieve to achieve its vision and goals. Objectives are focused both externally and internally and relate to significant customer, market, product, service, operational, or technological opportunities and challenges,
Operational Planning	The translation of strategic objectives into programs, projects, and processes that are designed to achieve them.
Opportunities	see Situation Analysis - SWOT Opportunities.
Organizational Challenges	see Situation Analysis - Organizational Challenges.
Organizational Description	see Situation Analysis - Organizational Description.
OSBD	Office of the State Budget Director.

Partners	Those key organizations or individuals who are working in concert with your organization to achieve a common goal or to improve performance. Partnerships are usually formal arrangements for an extended period of time and for a specific aim or purpose. The agreement specifies the mutual roles and benefits for the partners. Partners are distinct and different from collaborators.
Performance	Outputs and their outcomes obtained from an organization's programs, projects, processes, products and services. Those outputs and outcomes permit evaluation and comparison relative to goals, standards, past results, and other organizations. Performance can be expressed in non-financial and financial terms.
Performance Excellence	An integrated approach to organizational performance management that results in (1) delivery of ever-improving quality and value to customers and stakeholders, (2) improvement of overall organizational effectiveness, responsiveness, and efficiency, and (3) organizational and personal learning.
Performance Indicator	see Measures & Indicators.
PEST Analysis	see Situation Analysis - PEST Analysis.
Planning, Operational	see Operational Planning.
Planning, Strategic	see Strategic Planning.
Planning, Workforce	see Workforce Planning.

Problems	Problems are generally current situations or conditions either inside or outside the organization that are having a negative impact on the performance of the organization. Problems may also be anticipated future such situations or conditions.
Process	Linked activities with the purpose of producing a product or service for a customer/user within or outside the organization. Generally, processes involve combinations of people, machines, tools, techniques, materials, and improvements in a defined series of steps or actions. Processes must be considered in the context of the other processes that impact them or that they impact.
Productivity	Measures of the resource use efficiency.
Program Cabinet	A primary unit of the executive branch of Kentucky state government. An executive branch cabinet can be categorized as a program cabinet that generally serves citizens directly, e.g. Transportation; or a support cabinet whose customers are generally within state government, e.g., Personnel, Finance.
Progress Report	See Strategic Plan Progress Report.
Purpose	The fundamental reason an organization, unit, program, process, etc. exists.
Results	Outcomes achieved by an organization.

Situation Analysis	Part of the organizational strategic planning process. A review and analysis of the organization, its internal and external operating environments; its strengths, weaknesses, opportunities and threats; its key challenges; and its key priorities. Many experts and top managers believe that if the Situation Analysis is right, then the rest of the strategic plan will be right. Up to 70% of the work in the strategic planning process is in developing the Situation Analysis.
Situation Analysis - Critical Success Factors	see Critical Success Factor.
Situation Analysis - Key Organizational Challenges	See Key Organizational Challenges.
Situation Analysis - Organizational Description	Part of the Situation Analysis in the organizational strategic planning process. It is a detailed review and documentation of the key attributes of an organization's internal environment. The Organizational Description addresses the organization's structure, authority and mandates, resources (financial, physical, intangible, and human), programs, projects, processes, products and services, customers and stakeholders.
Situation Analysis - PEST Analysis	Part of the Situation Analysis in the organizational strategic planning process. A PEST Analysis is a review and analysis of the political, economic, socio-cultural, and technological environments in which the organization operates or which might affect the organization's success in achieving its vision, goals, and objectives. It is the external environmental scan.

Situation Analysis - SWOT Strengths	Part of the Situation Analysis in the organizational strategic planning process. Strengths are specific organizational characteristics, attributes, or resources and things the organization does well in pursuit of its mission -- that increase the likelihood that the organization will achieve its vision, goals, and objectives.
Situation Analysis - SWOT Analysis	Part of the Situation Analysis in the organizational strategic planning process. SWOT analysis is a systematic review of the internal environmental factors identified in the Organizational Description and the external factors identified in the PEST Analysis. The result is categorizing each key factor as one that supports achieving the organization's vision, goals, and objectives (a strength or opportunity) or one that inhibits achieving the organization's vision, goals, and objectives (a weakness or threat).
Situation Analysis - SWOT Opportunities	Part of the Situation Analysis in the organizational strategic planning process. Opportunities are possible situations, conditions, resources, and people on which the organization can capitalize to increase the likelihood that the organization will achieve its goals or objectives.
Situation Analysis - SWOT Threats	Part of the Situation Analysis in the organizational strategic planning process. Threats are situations or conditions outside the organization that may occur and that may have a negative impact on the likelihood that the organization will achieve its vision, goals, and objectives.

Situation Analysis - SWOT Weaknesses	Part of the Situation Analysis in the organizational strategic planning process. Weaknesses are things the organization does not do well and the specific internal organizational characteristics and attributes that (are) may limit(ing) the ability to achieve the organization's vision, goals, and objectives.
SMART Goal	A goal statements that is (1) Specific, (2) Measurable, (3) Actionable, (4) Realistic/Relevant, and (5) Time-Bound.
Stakeholders	All groups and individuals that are or might be affected by an organization's actions and success, e.g., customers, workforce, partners, collaborators, governing boards, donors, suppliers, taxpayers, regulatory bodies, policy makers, local communities, professional communities, legislators, and other elected officials.
Statute	A law created by the legislative branch of government and signed by the head of the executive branch of government. Statutes may be established at any level of government. In Kentucky, state laws are codified in the Kentucky Revised Statutes – KRS.
Strategic Plan Progress Report	A report on an agency's progress on achieving the goals and objectives it set forth in its strategic plan. An annual strategic plan progress report is required (KRS 48.810) of each Kentucky state government executive branch program cabinet and of specified non-cabinet entities.

Strategic Planning	A disciplined future-focused process to (1) make fundamental decisions about what an organization is, what it will do, what it wants to become, why it wants become that, and how it will achieve it; and (2) communicate those fundamental decisions throughout the organization to guide operations planning, workforce planning, program/project/process planning, action planning, and decision-making.
Strategies	Statements of how the organization will deploy resources to accomplish a specific objective … Strategies are proactive; they originate internally and are under the organization's absolute control.
Strengths	see Situation Analysis - SWOT Strengths.
Success Factor	see Critical Success Factor.
SWOT Analysis	see Situation Analysis - SWOT Analysis.
SWOT Opportunities	see Situation Analysis - SWOT Opportunities.
SWOT Strengths	see Situation Analysis - SWOT Strengths.
SWOT Threats	see Situation Analysis - SWOT Threats.
SWOT Weaknesses	see Situation Analysis - SWOT Weaknesses.
Systematic	Approaches that are well-ordered, are repeatable, and use data and information so that learning is possible.
Tactics	Statements of specific actions the organization will take in reaction to external occurrences or environmental conditions in order to achieve organizational objectives.

Threats	see Situation Analysis - SWOT Threats.
Trends	Trends are numerical representations of a parameter over time. In any aspect of organizational performance, a trend might be defined that shows the direction and rate of change of an organization's results. A trend defined or estimated in a situation analysis element might indicate an environmental change that would affect an agency's plans, operations, or performance.
Values	see Core Values.
Vision (Statement)	A part of an organization's strategic plan that describes the organization's desired future, where it is headed, what it intends to be, or how it wishes to be perceived in the future.
Weaknesses	see Situation Analysis - SWOT Weaknesses.
Work Systems	How the work of your organization is accomplished. Work systems coordinate the internal work processes and the external resources necessary for you to develop, produce, provide, and deliver your products and services to your customers/users.
Workforce	All people actively involved in accomplishing the work of your organization, including paid employees, contract employees, and volunteers. Workforce includes leaders, managers, supervisors, professional employees, other employees, and anyone else whose work is at the direction of the organization and intended to contribute toward achieving the organization's vision, goals, and objectives.

Workforce Capability	The organization's ability to accomplish its work processes through the knowledge, skills, abilities, and competencies of its people.
Workforce Capacity	The organization's ability to ensure sufficient staffing levels to accomplish its work processes and successfully deliver your products and services to your customers/users, including the ability to meet seasonal or varying demand levels.
Workforce Engagement	The extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization. A high level of workforce engagement is often associated with high levels of performance. Members of the workforce generally feel engaged when they find personal meaning and motivation in their work and when they receive positive interpersonal and workplace support. Characteristics of an engaged workplace include trusting relationships, a safe and cooperative environment, good communication and information flow, empowerment, performance accountability, training and career development, effective recognition and reward systems, equal opportunity and fair treatment, and family friendliness.
Workforce Planning	The systematic process for identifying and addressing the gaps between the workforce of today and the human resource needs of tomorrow. Like operational planning, it is a part of organizational planning and a subset of strategic planning. Workforce planning provides the foundation for strategic human resource decisions.